

Chronos[®]

From Personal Values to Corporate Action

Do your people have
the know-how to make
your company competitive
and sustainable?

Chronos[®] is an e-learning tutorial on the business case
for sustainable development. It is concise, interactive,
motivational and easy to use.



World Business Council for
Sustainable Development



UNIVERSITY OF
CAMBRIDGE
PROGRAMME FOR INDUSTRY



The world is changing...

- The world's population tripled in the last century and energy use grew by a factor of 12.
- By 2015 there will be 2 billion more people, with most of the growth in developing countries.
- Nearly 4 out of 5 people in the world live on less than \$11 per day.
- 50% of the world's population have never made a telephone call.
- 60% of Europe's largest cities are consuming groundwater faster than it is being replenished.
- Private foreign direct investment in developing countries is over four times the amount received in official aid.
- Only 25% of the public agree that companies communicate honestly about their social and environmental performance.

Ref: *Tomorrow's Markets* available at www.wbcsd.org

Society now expects business to be part of the solution to issues like poverty alleviation, environmental protection, health and security. And business leaders increasingly recognise that their company's future success depends on how well they address these challenges.

Understanding sustainable development is essential to protecting, improving and

growing businesses in the 21st century and many companies today publish a report on corporate social responsibility or sustainable development. But even committed and forward-thinking companies risk failing to grasp these opportunities if they do not integrate awareness of sustainability issues into everyday thinking across their organisation.



Why should your company use Chronos®?

Chronos will

- Strengthen reputation and reduce risk by ensuring that people have the skills and awareness to translate corporate commitment to sustainable development into practice.
- Equip people to develop win-win solutions which create value for the company and advance sustainable development.
- Communicate the corporate commitment to sustainable development throughout your organisation.
- Unleash innovation and creativity by making the connection between personal values and corporate action.
- Provide flexible and low-cost training which can be applied across a whole organisation.

- Chronos is relevant to a wide range of different sectors and regions, and can help people in different functions and levels of seniority.
- It enables organisations to cost-effectively jumpstart their own sustainable development literacy programmes.
- The Chronos tutorial can be finished in around 3 hours. At the end of this time, learners have their own plan of achievable actions which help them understand how their contribution can make an impact.

Who should use C

Chronos is designed for anyone who is at the beginning of their journey in understanding sustainable development – from senior executives to junior managers, from engineers to finance managers and from self-contained business units to the corporate boardroom. Some companies have started to use Chronos, however, by focusing on particular groups, for example:

- **High impact users** – People who work in areas with a strong direct impact on people and the environment.
- **High influence users** – Decision-makers who can act as key levers

“Our commitment to sustainable development has little weight unless our employees are on board. Chronos is an excellent tool for communicating sustainable development goals throughout the company.”

Lise Kingo, Executive Vice President Stakeholder Relations, Novo Nordisk

Chronos® and more

Chronos®?

Chronos is the first ever generally applicable e-learning tool for business education in sustainability literacy. It was developed by the WBCSD and CPI.

for sustainable development decisions.

- **Team leaders** – People in middle or senior management positions who can help colleagues to integrate sustainable development thinking in their decisions.
- **Fresh thinkers** – New employees who need to understand their company's commitment to sustainable development and who may become sustainable development change agents in the future.

- Chronos can be made available quickly, widely and cost-effectively in English, Brazilian, Spanish and Portuguese and can be used by itself or as a companion to other learning methods.
- Chronos is accompanied by simulations, which may be used in addition to the tutorial as guides and materials.
- Chronos can also be customised to reflect the needs of individual companies, for example to include a message from a company executive, or to add information about the company's own sustainable development strategy.
- Tailored services can be provided around Chronos which help to gain maximum value from the tool.

- In Shell and ABN-AMRO Real, Chronos is provided as pre-work for a range of courses, workshops and modules in order to accelerate and enrich the learning process.
- Philips and Heineken have introduced Chronos into the induction programme to ensure all new company entrants understand basic sustainability principles.
- In Rio Tinto employees are asked to evaluate the company sustainable development policies using a customised version of the Chronos tool
- Dow uses Chronos as a prerequisite on their management training courses to avoid isolating sustainable development issues.
- PepsiCo and Alcan have used the tool to inform internal sustainability management workshops.



Chronos is already being used by almost 200 organisations across the world, many of them Fortune 500 companies.

“Chronos is a great way to help employees understand the issues and opportunities presented by sustainable development.”

Chad Holliday, CEO, DuPont

Look inside Chronos[®]

Chronos provides an introduction to:

- Social and environmental challenges and what they mean for business.
- Creating win-win solutions for business and society.
- Extending sustainable development awareness down the supply chain and forwards in the lifecycle of products.
- Underlying challenges involved in sustainable development – dealing with complex, unpredictable, distant and long-term impacts, and short-term self-interest.
- Identifying and understanding stakeholder perspectives.
- Developing and communicating a business case for sustainable development.
- Mobilising resources and influence to address sustainable development issues and corporate priorities.



“ We have found that Chronos is an excellent learning and consciousness raising tool, helping to close the chasm between academic and business institutions and helping students make connections with real world matters; this is provided by Chronos in a most illustrative form. ”
Dr. Francisco J. Lozano G.,
ITESM, Tecnológico de Monterrey

Making the case
Make connections

Winning over colleagues

For the sake of argument, let's say that you are connected to sustainable development. All around you in your organization there are people with different views about the issues, some of these supportive, some hostile, some knowledgeable, and some ignorant.

Winning over colleagues will be tough. But it could be a source of learning for you, and provide a focus for future action. So how will you approach it? Clearly, no one argument or tactic is right for all situations; each conversation will be different and not all will work out as expected. Positive ideas and support are more likely to win over colleagues than hostility or ideology.

For further suggestions on how to approach this

You're in charge
Role plays

Putting values into practice

Bring sustainable development into focus by stepping into the shoes of imaginary people faced with challenging situations. Pick over the photos for a summary of each case study, then click one to start. If you are short of time just try the one most relevant to you.

Set or meet It's a mess! Rights and wrong Leaf's beautiful Penny tiger

When you have finished click Menu to select another topic.

Exit Menu Print Glossary 7/7

Welcome
The facts

Test your knowledge

Click on the photographs below to start a quiz. Pick just one or two if you are short of time. The quizzes are based on internationally respected sources of information.

Is hen or hen not Bones a meal? Dishes a food The second world

You and your world

Make connections

Your coffee, your computer

Take a look at your computer. Have you ever asked yourself how it was produced, what resources it consumes, and what happens to all the bits when you're finished with it?

[Click here to read the story of your computer.](#)

What about your cup of coffee? You may be drinking one now, or about to make yourself a cup when the break the next.

[Click here to read the story of your coffee.](#)

Have a look at the stories and test your knowledge about these two important objects on your day.

Click Next to continue.

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Chronos incorporates a variety of learning styles including, quizzes, role plays, questionnaires and planning and evaluation tools.



Try Chronos® – take a DEMO today at <http://www.sdchronos.org>

“ The world is under increasing pressure from threats like climate destabilisation, growing populations, growing social inequality, terrorism, loss of biodiversity, and HIV/AIDS. These issues present serious risks to our societies, including our businesses. I believe that by increasing our understanding of sustainable development through tools like Chronos, and by firming our commitment to society’s transition to sustainable development, Rio Tinto can be seen more as part of the solution to these problems. ”

Preston Chiaro,
Chief Executive of Rio Tinto’s
Energy Group

Quantity	WBCSD member price*	Non-member price
Single user	£50	£50
5 licences	£125	£250
10 licences	£200	£400
50 licences	£750	£1500
100 licences	£1000	£2000
500 licences	£3,750	£7,500
1,000 licences	£5,000	£10,000
5,000 licences	£15,000	£30,000
10,000 licences	£25,000	£50,000

Applicable from summer 2006

* Also not-for-profit organisations.

Licences are sold per individual learner for lifetime use, or until the product is withdrawn.

Prices do not include taxes, shipping or handling or any customisation work.

Discounts apply to all licences above each threshold that are purchased in a single transition, e.g. 6 licences cost £150 (member price) and 1,500 licences cost £7,500 (member price).

About the partners

Chronos was developed through a unique partnership between WBCSD and CPI. It combines the international experience of the world’s leading business voice with the University of Cambridge’s expertise in learning, leadership and change.



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